



Collective Impact on Homelessness

Utah State Legislature
Social Services Appropriations Subcommittee

December 15, 2015

Collective Impact Steering Committee

CONVENER: Salt Lake County Mayor Ben McAdams

coalition of the willing
voluntary
public
consensus-based

30+ organizations/agencies
on steering committee

10+ additional organizations on
workgroups:

- data mapping
- gap analyses
- funding and finance
- public outreach and communication

WORKING PARTNERS:

Kem C. Gardner Policy Institute, University of Utah
Policy Innovation Lab, University of Utah
Salt Lake County Council

Salt Lake City Homeless Services Site Evaluation Commission
Co-Chairs: Gail Miller and Palmer DePaulis

Axiom Properties
Catholic Diocese of Salt Lake City
Catholic Community Services
Community Foundation of Utah
Crossroads Urban Center
Downtown Business Alliance
Family Promise
Fourth Street Clinic
Goldman Sachs
Housing Authority of Salt Lake
Intermountain Healthcare
KUED
Midvale City Mayor's Office
Pioneer Park Coalition
Salt Lake City CAP | Head Start
Salt Lake City Community + Economic Development
Salt Lake City Office of the Mayor
Salt Lake City Police
Salt Lake County Homelessness Coord. Council
Salt Lake County Human Services
Salt Lake County Regional Development
Salt Lake County Office of the Mayor
Salt Lake County Sheriff
State of Utah Department of Human Services
State of Utah Dept. of Workforce Services
State of Utah Office of Education
The Church of Jesus Christ of Latter-day Saints
Humanitarian Service
The Road Home
The Romney Group
United Way of Salt Lake City
Veterans Administration Salt Lake City Health Care
Volunteers of America
YWCA

**Unanimous Consensus, All Stakeholders:
Common Agenda, Shared Outcomes, Indicators
and Shared Data for Reporting Progress**

Unanimous Consensus on System-Wide Outcomes:

For Utah's Homeless and At-risk Individuals and Families
For Housing and Services Systems
For Prevention and Diversion
For Community and Public Spaces

Approximately 70 associated indicators/metrics.

OUR CURRENT HOMELESS SERVICES SYSTEM (WHAT WE WANT TO CHANGE)

primary way in: crisis + shelter



FIXABLE PROBLEM:
We have significantly under-resourced prevention and diversion statewide.



housing system	health care system
public education system	criminal justice system
workforce services	human services
faith-based organizations	fundors and philanthropy
community programs and spaces (food banks, libraries, parks)	

FIXABLE PROBLEM: We have not fully integrated or aligned major public systems, community providers, resources, and engagement points with each other and/or with the services system statewide.

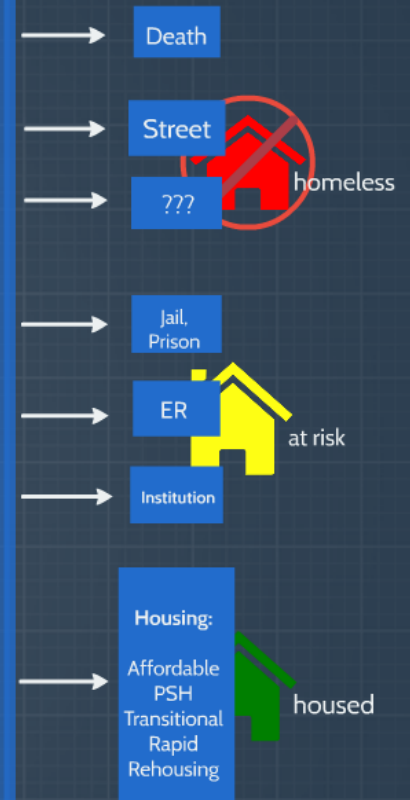
FIXABLE PROBLEM:
We have one primary entry path to services for everyone, regardless of their reasons for becoming homeless or needs for exiting homelessness: crisis and emergency shelter. Those *at risk* for homelessness often must become homeless to access services. This has also created a systemic bottleneck and stress point at Utah's main community shelter in downtown Salt Lake City.

inside the system

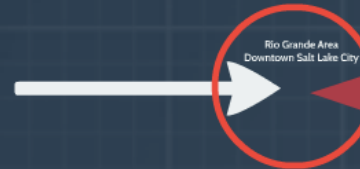
emergency shelter



primary ways out



primary way in: crisis + shelter



inside the system

emergency shelter

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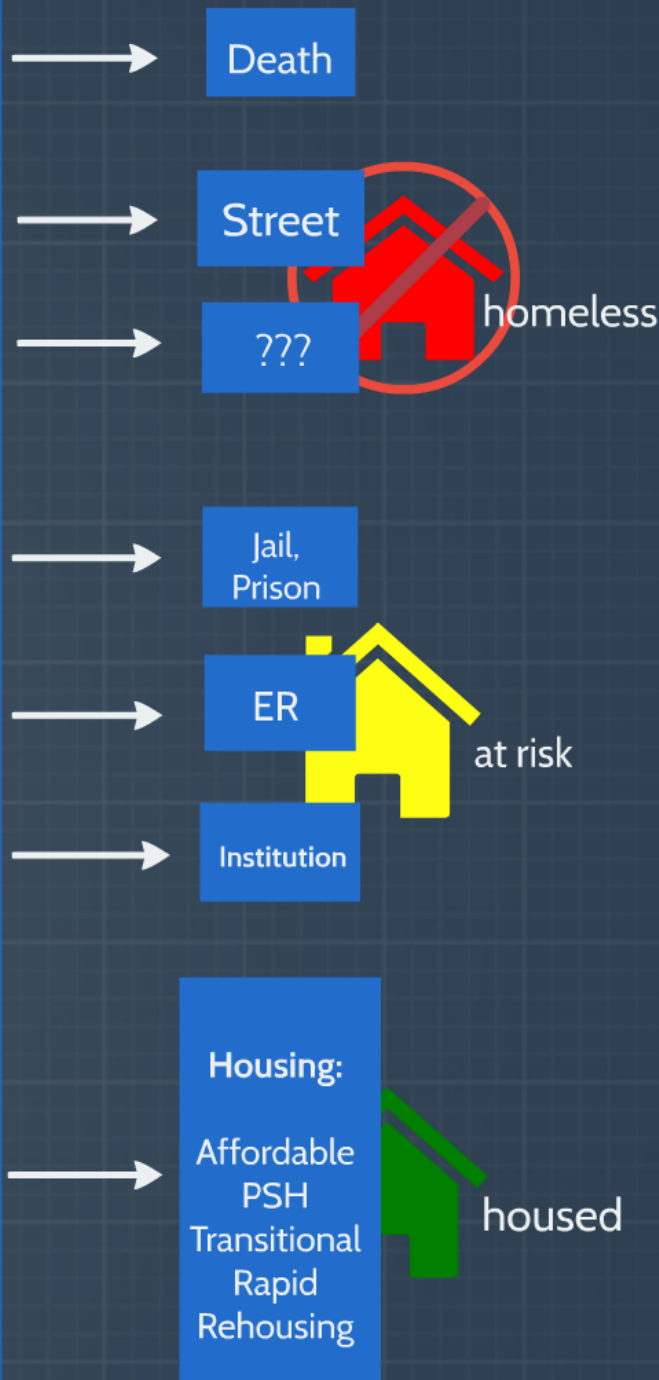
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primary ways out



FIXABLE PROBLEM:
Common exit paths from our services system lead directly back to crisis and homelessness. Many homeless individuals cycle repeatedly in and out of multiple uncoordinated systems: the jail, emergency rooms, behavioral health programs and the shelter and streets.

Outcomes for Utah Residents Experiencing Homelessness

- We prevent and minimize homelessness for these distinct populations:
 - Families with children
 - Children and adolescents
 - Domestic violence victims
 - Individuals with behavioral health disorders, including mental health and substance use disorders
 - Individuals who are medically frail/terminally ill, including the elderly
 - The working homeless
 - Single men and women
 - Veterans
 - Individuals exiting prison or jail
- We successfully divert individuals and families from shelter whenever possible.
- We meet the basic needs of those in crisis through appropriate shelter and services that lead to sustainable self-sufficiency.
- We provide individuals and families with stabilization services when and where they need them.

Thank You

<http://slco.org/homeless-services/>

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Salt Lake County Collective Impact on Homelessness Endorsement of Shared Vision and Outcomes



Salt Lake County, together with representatives of the State of Utah, local governments, businesses, service providers, private funders and individuals who are homeless, is coordinating a region-wide effort to improve the delivery of services to individuals and families experiencing or at risk for homelessness. This document provides a formal mechanism for endorsement of a shared vision and set of outcomes for this service system, and sets forth goals and expectations to better align the efforts of endorsing individuals and entities to the shared vision and outcomes.

While we have made great strides in addressing chronic homelessness, much work remains. Each year our community invests more than \$52 million in federal, state, county, city and philanthropic dollars in direct homeless services in the county. Significant additional public funds are spent on emergency care, police, jail and other associated services. Individuals who are homeless and county residents alike deserve a homeless service system that can demonstrate the collective impact of these resources. But funding alone cannot solve the problem. Homelessness is a complex, challenging, regional issue.

To that end, Salt Lake County is coordinating a region-wide, collective impact effort to improve how our community delivers services to individuals and families who are experiencing or at risk for homelessness. A Steering Committee, convened by Mayor Ben McAdams, guides this voluntary, public and consensus-based effort. The resulting Shared Outcomes listed below represent the initial commitment of more than thirty stakeholder organizations who agree to align efforts to ensure that the solutions we propose best address our collective community needs and are grounded in a common vision and a commitment to data and results, to transparency and public engagement, and to accountability.

Endorsement of Shared Outcomes for The Homeless Service System

WHEREAS, we have a common vision to provide housing and services as quickly as possible to those who are at risk for homelessness or homeless;

WHEREAS, we want everyone in our community to have a safe place to live;

WHEREAS, we want our homeless housing and services solutions to be system-oriented rather than agency oriented, and to promote engagement rather than enablement;

WHEREAS, we use our collective expertise, resources and data to continuously improve our homeless housing and services systems so that they are safe, integrated, efficient, and focused on self-sufficiency,

We agree as follows:

AGREEMENT 1: PURPOSE OF SHARED OUTCOMES

1.1. The Shared Outcomes represent the consensus of the Salt Lake County Collective Impact Steering Committee and serve as a reference and tool for current and future decision makers at the private, local, state, and federal level.

1.2. The intent of the Shared Outcomes is to guide the alignment of efforts and resources to ensure that the services we provide and the solutions we propose to solve the complex issue of homelessness best address our collective community needs.

1.3. The Shared Outcomes signify support for a redesign of the homeless housing and service system that can only be carried out in partnership with the State of Utah, local governments, service providers, businesses, community leaders, private funders and representatives of individuals who are homeless.

1.4. We agree to work diligently and in good faith to realize the Shared Outcomes – collectively and within our respective organizations and jurisdictions.

1.5. We recognize that reaching the Shared Outcomes will require further rigorous analysis and public review of community needs by other state, local, or private decision-making processes.

AGREEMENT 2: ACTIONS TO SUPPORT THE SHARED OUTCOMES

2.1. To achieve the Shared Outcomes, and in recognition of the inherent challenges in doing so across a large number of entities, perspectives, voices and jurisdictions, we agree:

2.1.1. To consider options for continued multi-jurisdictional coordination, collaboration, and communication, including a publically accountable governance structure, to facilitate achieving the Shared Outcomes and adapting them as informed by changing circumstances and data.

2.1.2. To work together to encourage other community members and leaders to align their efforts and resources with the Shared Outcomes, including but not limited to funding and authority necessary to prepare studies and perform work.

2.1.3. To build upon public engagement efforts and to maintain public transparency.

2.1.4. That decisions founded on the Shared Outcomes will be consensus-based and will not supersede the authority of any existing federal, state, and local jurisdictions.

AGREEMENT 3: SHARED OUTCOMES

We recommend these 14 strategically linked outcomes in four key areas of focus as the current priorities for our community:

Outcomes for Utah Residents Experiencing or At Risk for Homelessness:

1. We recognize and meet the distinct needs of these at risk and homeless populations:
 - Families with children
 - Children and adolescents
 - Single men and women
 - Veterans
 - Domestic violence victims
 - Individuals with behavioral health disorders (including mental health and substance use disorders)
 - Individuals who are medically frail/terminally ill
 - Individuals exiting prison or jail
 - Unsheltered homeless
2. We successfully divert individuals and families from emergency shelter whenever possible.
3. We meet the basic needs of those in crisis.
4. We provide individuals and families with stabilization services when they need them.

Outcomes for the County's Homeless Service and Housing Systems:

5. Salt Lake County's homelessness rates decrease over time.
6. Coordinated entry and a common, consistent assessment tool provide appropriate, timely access to services across the system. There is no 'wrong door.'
7. Individuals who are homeless have a relationship with a caseworker or similar individualized support.
8. Individuals who exit homelessness will be employed and/or have increased income/financial stability.

Outcomes to Prevent Homelessness:

9. Salt Lake County's housing supply meets the demand and needs of all residents.
10. People have access to the specific services and supports they need to avoid homelessness.
11. Children, adolescents and adolescents transitioning to adulthood do not experience homelessness.
12. If individuals and families become homeless, we prevent it from happening again.

Outcomes for Communities and Public Spaces:

13. Neighborhoods that host homeless service facilities are welcoming and safe for all who live, visit, work, recreate, receive services, or do business there.
14. Neighborhoods offering services also offer access to employment, job training, and positive activities during the day.